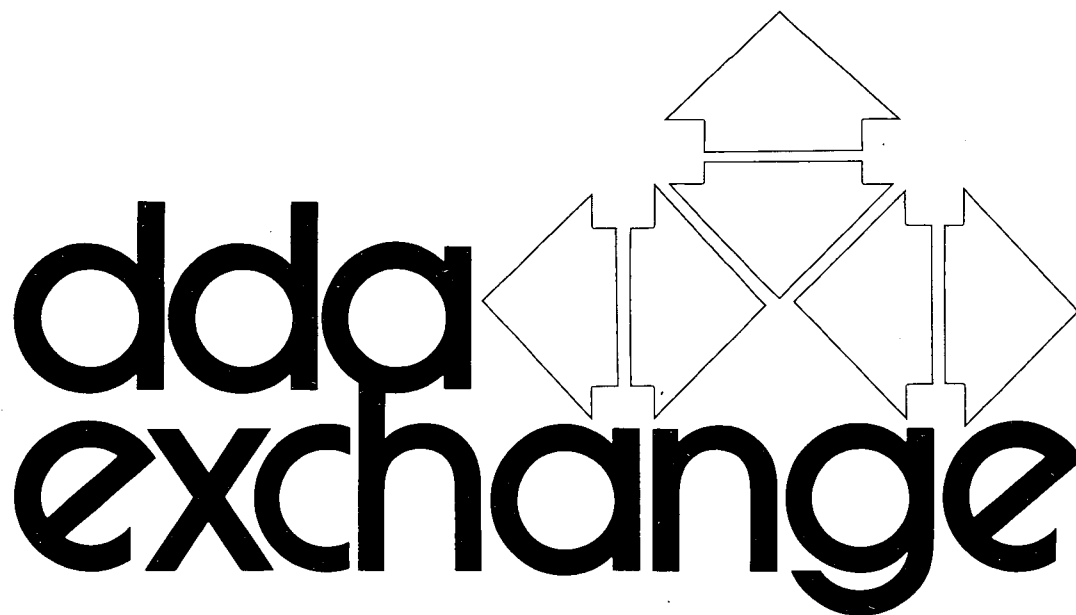


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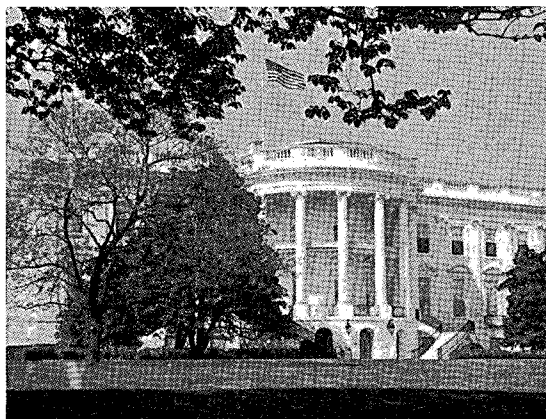


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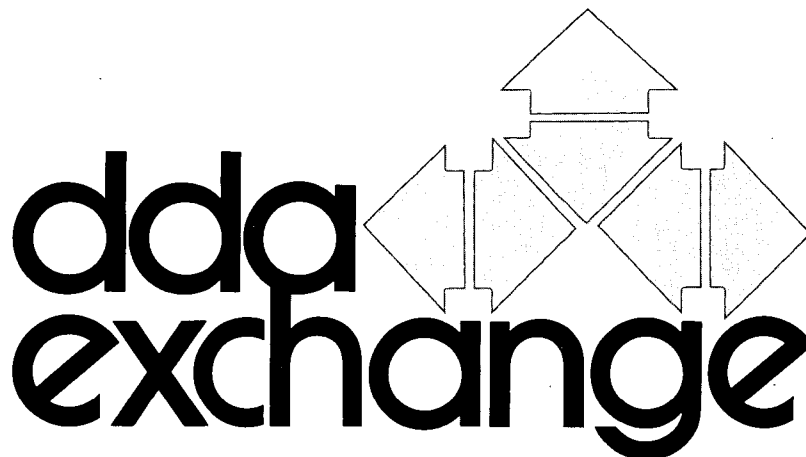
"... just as it is more exciting to build a new boat than to scrape away the barnacles year after year, there is a tendency to give higher priority to a new dramatic policy initiative than to consider the programs we already have to see how they can be improved—to scrape away the 'barnacles,' that build up over time around almost any program or agency."

President Ford

Memorandum for D/OMB dated July 24, 1976, that inaugurates the Presidential Management Initiatives program in the Federal Government.



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A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration.

NATIONAL SECURITY INFORMATION

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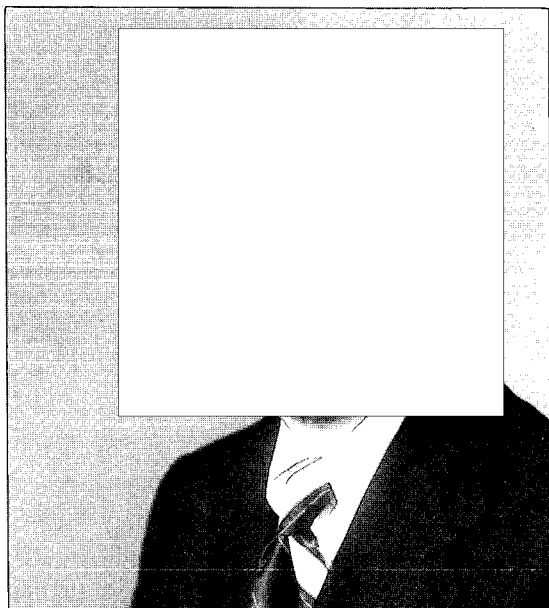
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comment

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Without a doubt, these last two years have been the most traumatic in the Agency's history. Beginning with Watergate and the subsequent publication of the Seymour Hersh article in *The New York Times* on 22 December 1974, we have undergone experiences which could have had us hanging on the ropes awaiting the proverbial knock-out blow. Through persistence, dedication and dogged determination, we hung on, managed to weather the storm, and now we should be able to get back to our normal day-to-day activities. Unfortunately, however, "day-to-day activities" now are different and include more work than they did two years ago. For example, today we have the Freedom of Information and Privacy Acts to cope with, as well as the resultant new directives or executive orders, all of which add new dimensions and challenges to our way of life. Just this week, I initialed off on a report which indicated that

Michael J. Malanick
Associate Deputy Director
for Administration

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we had a backlog of 1207 unanswered FOIA requests and, considering the fact that it takes about an average of two months to reply to one request, it's easy to see that the backlog will be with us for some time unless some relief comes along. Then too, each time a story about the Agency appears in the press, you can bet your bottom dollar it will be followed by FOIA requests. Furthermore, some changes in public attitudes have brought with them a movement to change our security policies and practices and, while many of them could be for the better, some may represent a radical difference from what we would like to see. The unwanted notoriety we have experienced has precipitated a closer examination of our relationships with other elements of the Government at the federal, state and municipal level. Changes in senior management have brought in new perceptions and concepts and we're being asked to explain or reexamine our personnel policies and practices. With the new oversight bodies in the Congress and heightened interest by the House Appropriations Committee, we are obviously going to have to justify more than

ever before the need for each and every program we hope to undertake and each expenditure we want to make. All of the above are just a few of the challenges we will face not only in this coming year but in all those that follow. But just as we survived three intensive investigations and have received much harsh public criticism, we can and will continue to stand tall in the Community, thanks to the efforts of people such as you who are in this Directorate. (Unclassified)

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Vol. 1, no. 3

The DDA . . . 1977

Happy New Year!

October 1 marks the beginning of our fiscal year.

Just as you and I begin the new calendar year with resolutions, we also begin the new fiscal year with Directorate resolutions.

We, in the Directorate of Administration, resolve to:

Revise, as required, and reissue under current date all Headquarters Regulations (HR's) by 31 December 1977.

Some regulations no longer provide current guidance or may be suspect because of their very age. The update will attest to Agency users and to external reviewers the currency of these Agency policy statements.

Extend the overseas security program by 30 September 1977 to include personal, residential, and facility protection.

Assassinations, robberies, riots, terrorist actions, kidnappings—all present a real and present danger to our fellow employees overseas. Their safety dictates extension of the program from primary focus on our installations to encompass the personal security of our employees and dependents in their homes, travel to and from work, etc.

Develop and implement by 30 September 1977 a program for 30-year mandatory declassification of records.

In September 1977 the Agency will celebrate its 30th birthday. The birthday also marks the beginning date when CIA records fall within the purview of the 30-year mandatory declassification law.

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Install automated field terminal (AFT) communication systems in [] field stations by 30 September 1977.

Communications is the vital link with our overseas stations and the life blood of intelligence. The objective denotes our commitment to maintenance of a communications system equal to the demands levied on it and to expectations of excellence.

Produce a booklet during FY 1977 describing information that is available through the Office of Personnel's Statistical Reporting Branch.

We recognize that managers do "need to know." The booklet will provide a means for our managers to optimize use of information being accumulated for their purposes.

Develop a plan for electronic funds transfer for employees payrolled openly as CIA and for CIARDS annuitants.

This is one more step in our efforts toward improving efficiency through capitalizing on use of the computer's capability for handling information.

Put into operation by April 1981 a reliable and expandable on-line data processing system (SAFE) to facilitate the intelligence analysts' access to and use of intelligence data.

SAFE is a major, multi-million dollar project in which Congress, OMB, and senior Agency officials are interested. Creation of the system will require a high degree of technical and managerial skills and close coordination between components in DDA and DDI.

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Design and institute a universal courier receipt form.

At the present time the Agency uses seven different forms. Adoption of a single form will result in obvious efficiencies.

Revise techniques in communicating with the public on Freedom of Information Act, Privacy Act, and Executive Order Declassification matters by 1 March 1977 to enhance the CIA image and to improve public relations.

We see an opportunity to take advantage of communications with the public, required by law, to achieve yet another Agency goal.

Develop long-range forestry, wildlife, environmental and conservation plans and programs, and set goals for improved land use and water resources control at

Continue the program on counterterrorism that provides behavioral science support and guidance to appropriate personnel and components of the Agency and the intelligence community.

Terrorist activity continues. Establishment of this objective for FY 1977 recognizes the critical importance of the Agency's counterterrorism program.

These resolutions, of course, are some of the objectives under the Directorate's MBO program for FY 1977 selected for this article as samples of the variety and scope. Some Directorate objectives represent new ventures; others reflect continuing, on-going activities. Some objectives are innovative; some are of critical importance; some seek to solve problems.

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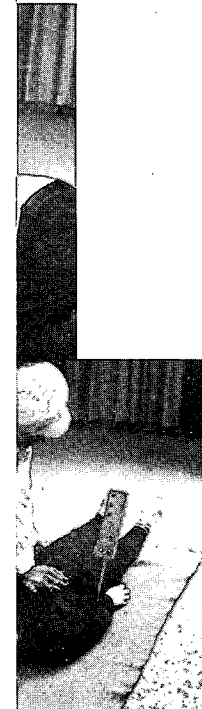
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Many people have devoted many hours during the past few months to formulating the statement of objectives. The product of their efforts—the objectives of the Directorate of Administration for FY 1977—is the symbol of our problems, priorities, and interests as perceived by the senior managers. They illustrate our response to the myriad challenges facing us, they hint of the political and social environment in which we must now function, and they point the direction in which we are going. (Unclassified)

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One of the most important developments was the discovery in 1960 that properly applied pressure on the chest could cause effective circulation of blood in an individual after his heart had stopped. This procedure, when combined with mouth-to-mouth artificial respiration, is called cardiopulmonary resuscitation. Scientific studies have shown that this combination is an effective means of sustaining life in emergencies. It has been estimated that six to ten per cent of sudden death victims could be saved by nonmedical persons trained in cardiopulmonary resuscitation.

Your OMS has the special training aids and trained personnel to provide instruction in this technique.

An example of an effective training aid is the Recording Resusci-Anne, pictures of which are shown. This is the most advanced mannequin available for teaching and testing people in effective cardiopulmonary resuscitation. The mannequin realistically simulates the physiological conditions found in a human in need of resuscitation. It

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allow doing away with the present
bersome logging of night and weekend
s by employees. The system is
nable to provide compartmentation of
al areas, such as a signal or computer
r, and preliminary planning is already
way for coverage of outlying buildings.

answer to questions most frequently
the new SACS badge will show the
s current badge number. It will be
sary to wear the badge exposed at all
within Agency buildings. (In fact, until
s devices become operational at a
ic Headquarters building entrance or
remote Agency building, entry pro-
25X1 with the new SACS badge will
n the same as they are now). When
s equipment is operational at an
ce, a forgotten four-digit code num-
ll be handled in the same manner as a
ten badge. It is estimated that employ-
miliar with the equipment will be able
isit a device in eight to ten seconds,
during peak periods. There are no
nt plans to require employees to exit
h the devices during rush hours,

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l actions toward

achieving more meaningful "Career" devel-
opment for employees may be around the
corner. On the other hand, for those
employees who entertain rather exagger-
ated expectations for career achievement,
Agency management can truly say "I beg
your pardon, I never promised you a rose
garden." (Unclassified)

security

BADGES, BADGE MACHINES AND
SACS

Jim Nolan

More than two million entries into the
Headquarters building are made each year
by Agency employees and badged visitors.
Typically, each entry is based on the
recognition by a guard of a plastic badge
with a photograph. This method of control-
ling access is common throughout govern-
ment and industry, and has changed little

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medical services

Office With a Heart

John P. Haley

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The drama of new life-saving techniques
has entered the home via television, news-
papers, and periodicals. As a result, the
public has become increasingly aware that
cessation of the heartbeat and breathing
need not always be synonymous with death.

Each year almost three-quarters of a
million Americans die suddenly from many
causes—poisoning, drowning, suffocation,
choking, electrocution, and smoke inhala-
tion. Death from any of these, including the
most common cause of sudden death—the
heart attack, can in many instances be
prevented by the proper application of these
new techniques.

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and Records Service (NARS) approval. As a result we are engaged in a large scale effort to schedule the entire Agency records collection. Component records officers throughout the Agency are doing the creative work of surveying records in their offices and drafting schedules. The Records Administration Branch, ISAS, is the Agency focal point in this effort, and in coordination with the Directorate Records Management Officers is negotiating with NARS the appraisal and approval of the schedules.

It will take several months to complete the scheduling and approval process. In the meantime record collections awaiting destruction are being held in the Agency Records Center. Next year the scheduling and destruction backlog should be eliminated, and we will be able to concentrate on refining the schedules to make them more useful to each Agency Office. (Unclassified)

logistics

AUTOMATION AND THE PAPER MEDIA



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It is almost common practice for the casual reader to take for granted the thousands of printed words which confront us in a typical work day. Reports, bulletins, notices, working papers, correspondence, and memoranda are among the many types of publications available to us—most of which are produced through the facilities of the Printing and Photography Division (P&PD), OL. Rarely is the reader aware of the processes necessary in developing the paper media.

P&PD, until recently, prepared its product with age-old, time-proven methods and equipment to provide a high quality print image. The activities leading to the creation of a printed image centered around the linotype machine, a device invented in 1885; the monophoto machine, a low-speed

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phototypesetter based on patents dating from 1900, was developed circa 1953; and the EPIC system, a specialized batch-oriented composition program developed approximately 10 years ago to prepare magnetic tapes for input to phototype-setting equipment.

Primarily through the EPIC system P&PD attempted to more closely interrelate the publishing and printing functions through the automation of text editing and typographic composition. Until now, however, the available technology and the location of P&PD's typesetting facilities relative to the publishers have combined to create systems and procedures which, while adequate for some work, were not responsive enough to support the growing requirement for faster moving current intelligence products. This prompted some publishers to seek alternative methods of satisfying their need for greater speed and control. These methods, generally including the use of word processing equipment not designed for extensive publishing work, led to improvisation with the predictable result of compromised quality and economy.

The use of word processing equipment allowed some improvement in publications throughput time, and gave the publisher a degree of control over his work which permitted him to make the last minute changes that current intelligence products require, but at too high a price. The rental bill for the marginal improvements that word processors made possible exceeded \$250,000 per year. Even with that expenditure, over 60% of the pages printed as finished intelligence were produced in typescript (i.e., typewritten) rather than typeset form.

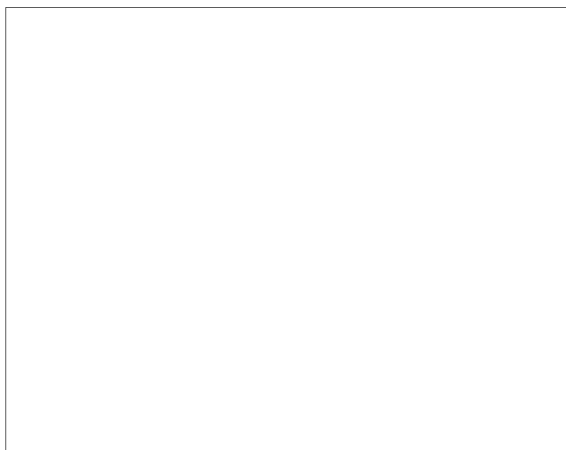
These problems together with P&PD's responsibility for maintaining an up-to-date and efficient printing facility led to the development of the Electronic Text Editing and Composition System (ETECS). This system forges an electronic link between publishers and printer which further improves throughput time, give the publisher even greater control over his work, and eliminates or reduces the negative aspects of publishing via word processing equipment.

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ETECS was developed by P&PD with the assistance of the Office of Data Processing after a thorough evaluation of the needs of the Agency's publishers. The system was installed in January 1976 and became a part of P&PD's production cycle in June 1976. The initial ETECS installation was designed as a test vehicle. It was to be evaluated on its performance in supporting portions of the publishing requirements of the Central Reference Service, the Office of Economic Research, and the Office of Scientific Intelligence. ETECS has performed well in the "test" environment and received wide user acceptance. Plans for installing ETECS terminals in the Office of Current Intelligence and other publisher offices in the Headquarters Building are currently underway.

ETECS is comprised of optical character readers for text entry, direct access storage devices for data retention, video display terminals (VDT's) for text editing and typographic formatting, printers for proofing and small reports generation, and a magnetic tape unit for the production of tapes to drive



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a phototypesetter, all linked to and controlled by a minicomputer. Although this assemblage is of the latest design, and is inherently effective, it is ETECS' configuration which makes faster job turnaround, higher quality, and greater publisher control

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possible. Components which are on-line to ETECS have real-time ability to access, edit, compose, and proof their publications data. In effect the publisher has the option of processing material for publication through whatever text preparation and composition phases he wishes except for actual typesetting. Those things the publisher opts not to undertake, P&PD will do. ETECS is replacing systems which involve many iterations of a cumbersome, slow, and expensive edit/proof cycle; and it eliminates procedures which result in a reasonably priced, quality product only 40% of the time.

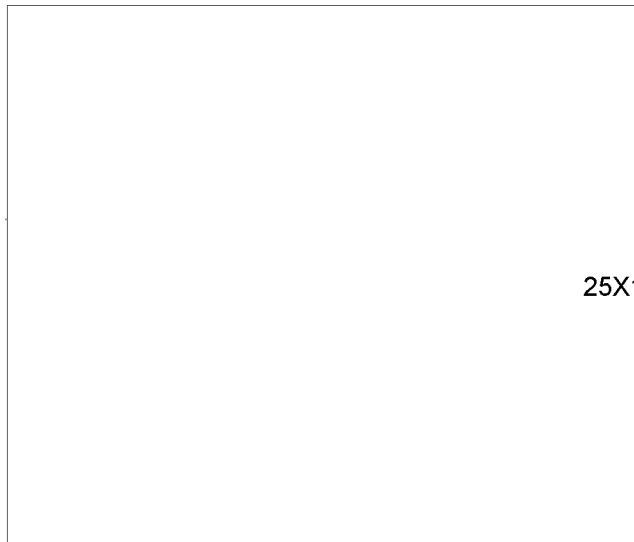
ETECS is an example of the latest in the state-of-the-publishing art, and experience has demonstrated the improved quality, responsiveness, efficiency, and cost effectiveness that this technology makes possible. Success in ETECS' initial application has precipitated significant benefits, but when viewed in terms of its potential for optimizing the Agency's entire publishing program this first installation only represents the first chapter of a long story. (Unclassified)

finance

COMMERCIAL SYSTEMS AND
AUDIT DIVISION



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duties performed by an auditor in supporting the procurement process, let's assume the Agency is placing business with a contractor for the first time. Prior to the award of a contract, an auditor must visit the contractor's facility and perform a survey of the contractor's internal controls and accounting practices to determine that the flow of information within its accounting system is reliable and to analyze the fairness of its cost accounting practices. The auditor will then determine if the fiscal capabilities of the contractor are sufficient to risk doing business with him. If his evaluation at this point reveals no serious problems, he then will determine the reasonableness of the contractor's cost proposal. After consultation with the appropriate Agency Technical Officer, the auditor will prepare formal written reports of his findings. These reports are forwarded to the contracting officer responsible for the negotiation of a contract. When the contracting officer decides he is ready to negotiate a contract, the auditor will act as an advisor on the contract negotiation team. Later an auditor will, at the contractor's plant, audit the actual costs to deter-

mine that the contractor has followed the general and special terms of the contract. In addition, he must be certain that the contractor has followed the rules and regulations of the Armed Services Procurement Regulations, Cost Accounting Standards, generally accepted accounting principles, and the accounting practices set forth by company policy. When the job is completed by the contractor, the auditor will perform a final audit which completes the audit cycle.

The Audit Branches also perform truth in negotiation audits of completed firm fixed price non-competitive contracts in excess of \$100,000. This audit is for the purpose of evaluating the accuracy, completeness and currency of costs or pricing data submitted by the contractor.

The Audit Branches maintain a special liaison relationship with the Dept. of Defense, Defense Contract Audit Agency (DCAA). DCAA has established six regional offices and in instances where the Government has large outlays of defense money, has audit offices in contractor's plants. The

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Los Angeles audit office of CSAD, for instance, has a liaison arrangement with the DCAA Regional Director of that area. In order to insure that the Government pays fair and reasonable prices for desired quality, information is passed between DCAA and CSAD. In pursuit of this goal the relationship has been beneficial to both organizations.

The Agency's needs are so varied that it finds itself doing business with organizations as small as one person and as large as multi-national corporations. As an illustration of this diversity, CSAD as of 1 July 1976 is auditing about 2,200 contracts placed with 380 contractors.

The Proprietary Systems Branch (PSB) is concerned with Agency owned or controlled commercial type activities. PSB concurs for the Director of Finance in Administrative and Liquidation Plans and has custody of protective documents such as stock certificates, notes, assignments, etc. The branch approves and/or develops accounting systems for proprietaries and performs consul-

tations on accounting and proprietary matters. It performs certifications of proprietary financial transactions and analyzes, reconciles and processes financial statements issued by the proprietaries. PSB also maintains the General Ledger and accounting records for the Voluntary Investment Plan and issues financial and statistical reports. It also gives financial advice and assistance to and prepares tax returns for non-appropriated fund activities, such as EAA and GEHA. (Unclassified)

communications

25X1

PLANNING FOR A CRISIS: THE OC EMERGENCY DESTRUCTION PROGRAM

D.K. Aitken

Fast-breaking events which lead to the evacuation of the official American presence in the field present a variety of problems to OC. The 1967 Middle East crisis, the Vietnam evacuation, and the current situation in

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Lebanon are examples of cases where it is critically important to maintain secure communications up until the last possible moment before evacuation. The example of Beirut proves that there may be no way of knowing just how long a crisis situation will last.

Maintaining a communications capability in the face of imminent evacuation means a certain amount of material and equipment must remain functional up until the actual moment of departure, and must be quickly and completely destroyed at the proper time. A sound destruction program is the key to planning for communications in such a situation.

As part of its emergency planning, OC has developed a worldwide emergency destruction program to ensure the timely and systematic safehavening and/or destruction of classified cryptographic material and equipment, and classified files. The objectives of the program can usually be met without severely affecting OC's primary functions of providing essential, secure communications in a crisis.

OS has helped OC develop this program by providing basic guidelines which OC has adapted to its own unique communications role. Both components together periodically review the procedures in the program to determine if they should be revised or updated.

Basic to this destruction program is an emergency destruction plan, and every OC facility overseas has one. Each plan varies according to local conditions and circumstances, since experience has shown the plan must be tailored to fit the post to be effective. Every professional and nonprofessional communicator is thoroughly indoctrinated in emergency planning, and is trained in the use of such destruction devices and techniques as incinerators, desintegrators and sodium nitrate.

The emergency destruction plans are divided into three phases. The three phases permit the amount of classified holdings to be gradually reduced as the threat to the security and tenability of the OC facility escalates. Because of the unique OC requirement to maintain secure communica-

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tions, the three phases differ from the emergency destruction routine of other Agency components at the post. These three phases have been successfully completed in time periods ranging from twenty minutes to a number of weeks, depending upon the amount of classified material and equipment to be destroyed and the situation. Before any phase of the plan may be implemented, authorization must be granted by the senior Agency official present at the post. The plan defines the duties and responsibilities in enough detail to maintain full operational effectiveness under each action phase.

All OC personnel review the emergency destruction plan upon arrival at the OC facility and, at a minimum, semiannually thereafter. A clear understanding of the intent of the emergency destruction plan is vital. OC and its overseas representatives also make a concerted effort to ensure that the plan is an integral part of the post's E&E plan approved by the principal officer. In part, this coordination is intended to ensure that adequate emergency destruction de-



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vices and emergency power for their operation will be available when needed.

OC's major assets in the emergency destruction program are its personnel in the field. While there is no sure formula for predicting an individual's action or reactions during an emergency, OC personnel have proved remarkably cool under the pressure of a sudden or prolonged crisis. Over the past ten years, many OC personnel have had occasion to use their emergency destruction plans with no known serious compromise of classified material or equipment.

Emergency destruction planning is a constant process and experience teaches many lessons. As the need arises, OC reviews and amends its emergency destruction program to ensure that it is the best possible in the face of ever changing world conditions. (Unclassified)

data processing

Presidential Management Initiatives-
Efficiency Evaluation Study
for Minicomputers



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Under the Presidential Management Initiatives program the Agency was asked to identify to the Office of Management and Budget ten efficiency evaluations that could be completed before the end of FY 1977. Efficiency evaluations focus on a given activity to determine if there are ways of achieving cost savings, or a more efficient approach to providing a service, or a less burdensome way of achieving program objectives.

One such efficiency evaluation proposed by the Office of Data Processing and subsequently selected by the Comptroller for submission to OMB was an on-going study to determine if an information storage and retrieval application could be per-

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formed more efficiently by a standalone minicomputer than by the large scale multi-application computer systems of ODP. This study is an important step in a continuing program in ODP to define the role of minicomputers in the Agency.

Currently, large scale computer systems are used by ODP to provide computer services to a wide range of applications and users throughout the Agency. Many of these can be classified as information storage and retrieval applications. Information storage and retrieval systems have much commonality in the functions that are performed and the ADP techniques that are used to accomplish these functions. When large centralized computers are used for these applications, service to customers is affected by competition among the customers for computer resources, interaction among applications which can slow down response time to one or more users, and occasional system outages. In this study ODP has selected an appropriate application involving a data base containing information on Special Clearances. Data will be converted for use

on a minicomputer, programs will be prepared, and operational tests will be performed and evaluated to determine if the minicomputer can provide greater reliability (i.e., less downtime from system failure) and better response time for storage and retrieval functions at less cost.

ODP expects to complete this study by January 1977. (Unclassified)

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training

THE AGENCY LANGUAGE PROBLEM AND TOTAL IMMERSION TRAINING

25X1

The Agency is losing a high percentage of its foreign language skills through retirements. Today only 54 percent of the universities and colleges in the United States require foreign language as a degree requirement, and young officers entering the Agency are bringing fewer foreign language skills with them. One of the methods now used in OTR to help stop the erosion of our language skills is total immersion training, also referred to as language houses.

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These programs, conducted at the [redacted] are limited to 12 students. They live together in a residential setting for a four-week period with four or more native-speaking instructors. The foreign language only is spoken around the

clock, making the training stressful for student and instructor alike. In addition to the native-speaker, Agency officers with fluency in the target language and with specialized knowledge also visit as lecturers and role-players to insure that the training is oriented to clandestine operations work. The programs are conducted in close coordination with the operating components; last year's Russian total immersion program was a joint enterprise of OTR and the Soviet East Europe Division.

To date, 100 Agency officers have participated in language houses. Fifty percent of the officers who began the program with an elementary 2 to 2+ speaking proficiency have reached the professional 3 level or better; 70 percent of the officers have improved their language skills at least one-half level; all have developed confidence in dealing with operational problems, which are emphasized.

Those who benefit most from the instruction are officers with a 2 or 2+ speaking

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proficiency and are designated for overseas assignment shortly after the course. These officers clearly have the proper background and motivation to obtain maximum benefit from the training, and leave the course with the necessary preparation to conduct Agency business abroad. Our language houses do not produce miracles or native speakers, but they do provide a sound approach to the difficult problem of enabling officers with a good foundation to reach professional competency.

In FY 1977 the Language Learning Center will offer total immersion courses in Chinese, French, German, Spanish and Russian. With careful student selection, these programs are making a major contribution to offsetting dwindling Agency language skills at the professional level. (Unclassified)

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innovation

DDA PERSONNEL ROTATION PROGRAM

 CMO/DDA

Agency management has long been concerned about the multi-discipline development of Agency officers ultimately capable of assuming the most senior positions such as Staff and Division Chief, Office Director and Deputies and Associate Deputies at the Directorate level. It has been generally recognized that those individuals possessing the broadest possible backgrounds will be best qualified to assume these high level executive positions in the Agency of the future.

Recognizing the need for such development in the Directorate of Administration

and because of our particularly diverse functions, the Deputy Director for Administration, last May, announced the establishment of the senior DDA Personnel Rotation Program. The pilot phase of this effort was designed to operate on a limited basis but as experience is gained its expansion is envisioned.

Each DDA Office Director (except Director of Medical Services) was asked to identify at least one position at the GS-15/16 level which could be staffed by an officer from another sub-group. Further, at least two officers (GS-14/15) from each sub-group were to be nominated as candidates for rotation. Each Office was asked to ensure that all qualified employees were considered for participation.

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Provided with position descriptions for each job and biographic background for each nominee the Senior Personnel Resources Board (SPRB) members began the arduous task of matching people with positions. Their selections were forwarded in

early August and the SPRB convened in mid-August to reach agreement on assignments. As a result of this selection effort the following rotational assignments were announced by Mr. Blake on 27 August:

<u>Assignees</u>	<u>Career Sub-Group</u>	<u>Position for Which Selected</u>
	MS	Instructional Development Group/OTR
	MT	Personnel Officer-SAS/Office of Deputy for Plans and Control/OP
	MP	Support Planning Officer/M&AS/DDA
	MZ	Chief/Engineering Support Division/OC
	ML	Chief/"C" Division/ODP
	MF	Logistics Planning Officer/Chief/Plans and Programming Staff/OL
	MG	Accountant/Member, Planning Staff/OF
	MC	Deputy Chief/Technical Security Division/OS

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The Career Management Staff/DDA is presently working out final administrative arrangements including assignment timing. The assignment duration, while flexible, will generally be for a two-year period and a letter of understanding will outline administrative details of the assignment. The parent Office will maintain career management responsibility for their participating careerist.

The Deputy Director for Administration sees this as the necessary first step in the endeavor to ensure that the Directorate's future leaders are well rounded individuals experienced in numerous administrative fields. Plans are presently being developed to establish a similar rotation program for GS-09 through GS-13 officers. Senior Directorate management is enthused about these programs and will closely monitor their progress. (Confidential)

CONFERENCE BUILDING

25X1

25X1

Work was begun early last summer to reconfigure and upgrade the sleeping quarters in the [] Building and to additionally provide a seminar-study area, lounge/TV room, a game room and honor bar facility. New carpeting was put in place throughout, and the complete interior of the building was renovated and repainted.

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The total sleeping capacity of the LAUREL Building consists of 34 single bedroom and 13 single bed/sitting room duplex accommodations. There is also a VIP bedroom suite and, if required, the seminar-study area can be converted into an additional VIP accommodation. Conference rooms are located on both the first and second floors, and each can conveniently accommodate up to 24 people. A 25-meter swimming pool with diving boards is located adjacent to the building and is available for use on the "buddy" system.

The LAUREL Conference Building is located at the rear of the Public Works Building, just off Raccoon Road. It is more convenient to the Main Gate than most other STC facilities, but transportation is needed to get to the Mess Hall. Bus service and other transportation can be provided when required.

The LAUREL Conference Building has already been used by small working groups who have found its relative isolation highly conducive to work and its accommodations comfortable and pleasant. (Unclassified)

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definition



Front row: Jeff Willis, Doris Feinsilber, Bob Thall; Back: Wayne Edgington, Bill Golder, Jack Smith; Not present: Jim Gatton, Art Choate, Gail Thomson

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ADMAG—
ADMINISTRATION MANAGEMENT
ADVISORY GROUP

OMS

The ADMAG was established on 2 July 1973 as a forum for continuing dialogue between senior management and employees. It is composed of nine members, one from each DDA office and one from the Administration Career Service. Members are generally from the age group 30-45 and from grades GS-11 through GS-14. The tour of participation is for one year, with one-half of the membership rotating semi-annually. The group meets at least once each month, most often during non-duty hours.

Under the original guidelines, the purpose of the group is to study issues and problems affecting the Directorate and to make recommendations for improvement. While suggestions from employees are welcome, the Group is instructed to avoid personal grievances since grievance procedures are already available. If you have an Agency,

Directorate, or Office level idea or an honest criticism that you would rather not pursue personally, perhaps ADMAG can assist you.

ADMAG has no formal production responsibility, nor is it intended to replace existing formal command channels. In its first year, ADMAG approached issues and problems with in-depth research reports to the DDA. However, as a result of advertising its existence, interaction with Directorate management and through presentations at "Trends and Highlights" (an excellent source for feeling the pulse of employee concerns), the Group has become involved with more and broader issues. Consequently, new procedures have been devised to handle this increased activity. Issues or problems are now thoroughly screened in an effort to determine appropriate action and then recommendations in the form of brief memoranda are forwarded to the DDA for his consideration, thus permitting the Group to focus its efforts on a greater number of issues having Agency, Directorate and Office wide impact.

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Of course, not every item considered by the ADMAG has resulted in a demonstrable change in policies or functioning of the DDA, nor has every item investigated culminated in a suggestion for action to the DDA. In the majority of these cases, investigation showed that efforts were being made elsewhere to satisfy the particular need. However, no item is ignored, since in many instances the discussion of these issues does stimulate interest and action on the part of the responsible component or individual.

The importance of good communication cannot be over stated and the key to good communication is the ability of people to level with one another. ADMAG offers an excellent forum for opening the informal lines of communication, upward, downward and horizontally, throughout the DDA. Through the ADMAG, employees have an opportunity to directly exchange views or offer honest criticisms to the DDA; anonymously if so desired.

Some items that appear on a review of past ADMAG minutes are: VIP Price Information; Honor and Merit Awards; Drug and Alcohol Abuse and Prevention Programs; Applicant Processing Procedures; CIA Exhibit Displays; Fitness Reports; Parking at Non-Headquarters Sites; Small Car Parking Lanes; After Hours Security Checks; Flex Hours; Non-Profit Transportation Association; and Employee Concerns Over Vacancy Notices. The DDA feels that ADMAG's contribution to these items and the other issues it has addressed is a helpful "sound-ing board" and communications link to the employees in the Directorate.

In addition to ADMAG, many of the offices within the Directorate have their own Management Advisory Group organized for the purpose of examining issues and problems at the Office level. Similar MAG organizations may be found in the other Directorates; and finally, there also exists a DCI/MAG.

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Following is a list of your current ADMAG representatives, through 1 January 1977:

Office	Name	Ext.
MG		
OC		
OF		
ODP		
OL		
OMS		
OP		
OS		
OTR		

(Confidential)

POSITION MANAGEMENT

OP/PMCD Staff

President Ford, in a recent memorandum, called upon Heads of Departments and Agencies to reexamine their *position management systems* to ensure that they are operating effectively and in full compliance with applicable laws and regulations. He

made reference to such things as "excessive organization fragmentation," "duplication of work" and "superfluous layers of supervision." He clearly expressed his concern that deficiencies in Position Management are resulting in an unnecessary increase in the cost of Government.

What is Position Management? Quite simply, position management is what a manager does when he decides how his organization should be structured, how many people are needed to accomplish the work, what types of positions are needed, and what duties and responsibilities should be included in the positions. In making these decisions, he should attempt to strike a balance between economy and effectiveness, considering such things as the mission, work simplification, employee utilization, motivation, career opportunities, and the availability of funds and ceiling.

Many of the manager's problems such as bottlenecks, red tape, high employee turnover, recruiting difficulty, high error rate, grievance cases, employee cliques, and

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unmanageable backlogs are tied to weaknesses in organization and job design. As noted by the President, some of these weaknesses are:

Fragmentation (the unnecessary splitting of an organization into many small elements)—Some problems created by fragmentation are that small units can become so specialized that they restrict the employees' potential contribution; communications between units are restricted and action slows down; uncertainty develops as to who is responsible for an activity; and fluctuations in work load are more difficult to manage.

Excessive Layering (too many levels in the chain of command)—Problems here are that ideas or products have difficulty moving since they must be reviewed and restated by each supervisor; top management is often unaware of how decisions were made at lower levels; controversy on important issues does not always reach the boss' attention; and lower level supervisors and employees become frustrated because they are too restricted in what they can do.

Unnecessary Positions (Special assistant, deputy chiefs, aides, and staff assistant positions that are not really needed)—These often add another level to the chain of command. This creates delays in decision-making, increases the possibility of duplication of effort, and tends to create staff/line conflicts.

Narrow Span of Control (supervision over too few people or areas of activity)—A narrow span of control can stifle initiative and discourage individual responsibility for work quality, limit opportunity for career development, and often result in excessive overhead expense.

To summarize, when a manager has completed the organization of positions and functions for his office, he should ask himself the following questions: Have I eliminated all unnecessary work? Am I using the most efficient work methods and techniques? Does my organizational structure reflect the division of duties and lines of authority under which I plan to operate? Have I avoided unnecessary mixing of high

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and low level duties that require unrelated knowledges and skills? Do all my positions contain sufficient duties to employ gainfully the number of persons I plan to assign to them? Have I eliminated all unnecessary positions such as deputies, special assistants, aides and staff assistants? Does my organizational structure and position design provide for career development of employees? Have I organized the work in such a way that it will be challenging to employees?

If the manager can answer yes to all these questions, he has achieved the objective of *Position Management* which is to have an arrangement of work that strikes a balance between economy and effectiveness. (Unclassified)

CAFE CORONARY

OMS

Foreign body obstruction of the upper airway resulting in death occurs more frequently than most people realize. It is

thought that approximately 4,000 Americans of all ages die annually as a result of choking on a foreign object. In adults the most common cause of choking is the obstruction caused by large chunks of meat not thoroughly chewed. This is accentuated by alcoholic intake, which makes an individual careless when it comes to chewing his food thoroughly. In children, especially infants, common objects which cause such obstruction are not usually large pieces of meat but peanuts, hard candy, marbles, etc., which will easily block the small airways found in infants.

The symptoms associated with this emergency are similar to those noted in a myocardial infarction or heart attack, thus the name "Cafe Coronary." Although there are similarities in these two conditions, there are also important differences, and the OMS Training Officer will gladly explain them to you.

A new life-saving technique has been developed by Dr. Henry J. Heimlich, Director of Surgery of the Jewish Hospital of

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Cincinnati. This procedure, known as the Heimlich Maneuver, has now been accepted by the Red Cross and is very effective in removing foreign material which has blocked the upper air passages. This easily applied technique is based on the principle of increasing the pressure in the lungs to force out the obstructing material.

25X1 A short movie which explains the reasons for the success of this procedure and how it should be applied is available in the OMS. If you desire to see the film and have your questions answered personally, please call your OMS Training Officer [redacted] (Unclassified)

25X1 PDP—THE PERSONNEL DEVELOPMENT PROGRAM

[redacted] CMO/DDA

The Directorate of Administration recently forwarded to OP its Fiscal Year 1977 edition of the Personnel Development Program (PDP). This submission marked the fourth

year of participation in this Agency-wide Program. The DDA consolidated report represents a summarization of the efforts of the DDA Sub-Groups and focuses upon certain career management activities planned for the next three fiscal years.

The PDP, as the Agency's basic executive management and development plan, is just one of the integral parts of the Directorate's total management program which also includes the Management By Objectives system and the Annual Personnel Plan. It is designed to identify anticipated executive level vacancies (GS-15 through GS-17 positions) and the officers evaluated by their sub-groups as capable of fulfilling those requirements in the immediate three-year period.

Further, the Directorate identifies mid-level officers (GS-13 through GS-15) who are to be groomed, through specifically named training courses and developmental assignments, to assume executive level positions in the more distant future. Thus, the PDP serves as catalyst for increased

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planning as it prompts communication among the various elements concerned with career management and executive development, namely, Office Directors and their Deputies, senior line management, career boards and administrative and personnel officers responsible for planning and career development.

By way of statistical illustration the Directorate this fiscal year reported the following anticipated GS 15-17 position vacancies:

FY 1977—84
FY 1978—90
FY 1979—53

227 Positions

The vast majority of the 227 projected vacancies are not net vacancies occasioned by the departure of our senior people through retirement or resignation but rather should occur as a result of internal reassignments. This fiscal year the Directorate identified 423 officers, GS-13 through GS-15, for development against our less immediate staffing needs.

During FY 1975 the sub-groups were directed to formulate Developmental Profiles which would exhibit training experiences and developmental assignments considered essential to the career advancement and enrichment of its careerists. This phase of the personnel management system, PDP Part II, is an attempt to (a) focus attention on the various opportunities available to employees, (b) define the requirements for development within a particular discipline, and (c) improve motivation by providing an understanding of what constitutes progress in career development. The Profiles, reviewed and refined during FY 1976, were published a few months ago and are available to DDA employees through their personnel and career management officers.

The PDP serves as the Career Service vehicle for management and effective development of our careerists. The Program is expected to play an increasingly vital role as the Directorate faces a future of anticipated ceiling reductions and diminishing resources. (Unclassified)

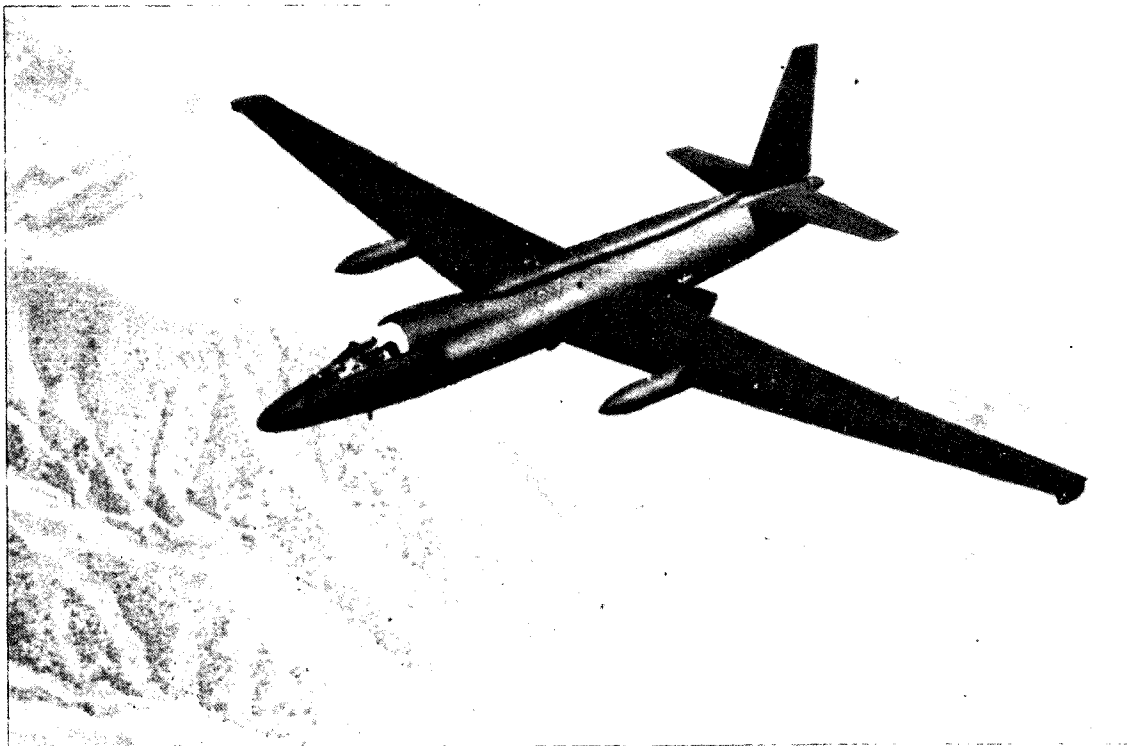
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THE POWERS/ABEL EXCHANGE

Charles Wauhop, OC

Approximately mid-January 1962, when the final negotiations were being completed for the exchange of Colonel Rudolf E. Abel for Francis Gary Powers, President Kennedy became concerned that the Russians might scoop the U.S. on the release of the details of the exchange.

In conjunction with the exchange of Abel and Powers, an American student by the name of Prior, held by the East Germans, was to be released simultaneously with Mr. Powers, but at a different geographic location. Prior was to be released at Checkpoint Charlie and the exchange of Abel and Powers was to take place at the Gleiniger Bridge. The Abel/Powers exchange was not to be concluded until after U.S. Officials had received word that Prior had been released.

The President wanted to hold a press conference as soon as the exchange was completed but did not want to announce the

press conference in advance. The exchange was scheduled for approximately 0630 in West Berlin which would be 0130 in Washington. The President therefore decided to invite members of the press to a White House party on 11 February and to make an announcement regarding the exchange as soon as he received word that the exchange had been completed.

At a meeting at the Department of State, Mr. Pierre Salinger, White House Press Secretary, queried Mr. John McMahon, Operations Officer, Office of Special Activities (OSA), as to the length of time it would take for the President to be notified when the exchange was completed. Mr. McMahon responded, "Five minutes." "Impossible," replied Mr. Salinger. "Five minutes," reiterated Mr. McMahon. "Show me," said Mr. Salinger.

In conjunction with Chief, Signal Centers and Chief, EUCA, the following communications plan was developed.

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The existing staff circuitry at that time was a KW-26 protected circuit between Berlin and Frankfurt, a KW-26 protected circuit between Frankfurt and Headquarters, and a KW-26 protected circuit between Frankfurt and London. OSA had a KW-26 protected circuit to the Headquarters Signal Center. Since it was not possible to patch the Berlin circuit directly back to Headquarters or OSA, a manual torn tape relay would be required in Frankfurt and London.

It was decided that OSA would establish its call-up circuit with London and that Frankfurt would transmit the release message two times after receiving it from Berlin: once via the Frankfurt/London circuit with torn tape relay performed in London to OSA, and secondly, via the Frankfurt/Headquarters circuit with torn tape relay performed by Headquarters Signal Center to OSA.

On 11 February 1962, the OSA/London circuit was activated 24 hours in advance of the scheduled Powers/Abel exchange. The exchange plan was as follows:

An Agency employee was to accompany the West German officials to Checkpoint Charlie where Mr. Prior was to be released. Upon the release of Mr. Prior, a telephone call would be made to the Gleiniger Bridge exchange group confirming that Mr. Prior had been released.

Mr. Joseph Murphy, Office of Special Activities, Security Officer, was to provide positive identification of Mr. Powers.

After the exchange had been completed, the information was to be communicated by phone to the Berlin Signal Center complex from the bridge area. The time of release would be inserted into a short pre-cut message (exchange completed at _____ Z) and transmitted to Frankfurt, with Frankfurt performing torn tape relay simultaneously both to London and to the Headquarters Signal Center for further torn tape relay to OSA.

As soon as the message was received in OSA, it was to be delivered to OSA OPS Center which had an open telephone line at the White House.

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The above circuitry and equipment configuration was tested hourly for some 18 hours prior to the scheduled exchange. The best test time that could be achieved during the hourly tests was five minutes, meeting the desired goal.

On 12 February 1962 at approximately 0200 Washington time, President Kennedy called an emergency press conference and announced the release of Francis Gary Powers in exchange for Colonel Rudolf Abel. The notification message from West Berlin was received by the President in less than three minutes—beating a last minute trans-Atlantic phone call initiated at the same time the message was transmitted from Berlin and, more importantly, beating the best test time by over 2 minutes. This achievement clearly demonstrated that the newly created AXANET (Agency Communications System) and the esprit de corps of its personnel was capable of providing extremely rapid service during periods of national emergency. (Unclassified)

U-2 PILOT FREED Russia Swaps Powers for Red Spy

One year, nine months, and ten days after his ill-fated U-2 flight, Powers was dramatically exchanged for Soviet spy Colonel Rudolph Abel, in the first Cold War spy exchange.

Exchange Is Made
in Dramatic Meeting
on German Bridge

By Robert F. Thompson From Washington Times
WASHINGTON — U-2 pilot Francis Gary Powers, last captured by the Russians for nearly two years, was released today in a dramatic swap for Russian spy Rudolf Abel and is already on his way home.

Following his release from a Russian prison, Powers was held incommunicado for another twenty-four days by the CIA in "safe" houses in Maryland, Pennsylvania, and Virginia. Powers' own story of the U-2 incident was suppressed for eight years, until the publication of this book.

Powers Returning Secretly; U. S. 'Plays Down' Exchange



Reds Swap Abel, U-2 Pilot to See
Claim Act Was Family Before
Humanitarian Official Quiz

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SWINE FLU VACCINE—A SHOT IN THE DARK?

25X1 M.D., OMS

Just over 250 years ago, Calvinist theologian Cotton Mather learned from his African slave, Onesimus (who was "a pretty Intelligent Fellow"), that he once "had undergone an Operation, which had given him something of the Small-Pox, and would forever preserve him from it . . ." The operation involved inoculation with fresh, virulent pustular material from an active case of smallpox, and the idea was not a winning one in Boston. The very concept was viewed as dangerous, irreligious, and probably criminal.

The Reverend Mather nonetheless thought the idea worth a trial, but managed to convince only a single physician, one Zabdiel Boylston, to try "the New Method." When the next epidemic swept through Boston, in the fall of 1721, Boylston inoculated some 242 people. Nearly 50% of the population of Boston (then about 12,000)

contracted smallpox that year, and of those nearly 15% died. Among the inoculated group, deaths totalled only 2%.

Thus began the practice of immunization in America. In the following three centuries, vaccines have been developed against some of the most devastating diseases known to man—after smallpox (and its more modern derivative, "vaccination" with cowpox), came vaccines for rabies, typhoid fever, cholera, plague, tuberculosis, diphtheria, tetanus, pneumonia, yellow fever, typhus, whooping cough, poliomyelitis, mumps, measles, rubella . . . and now swine flu. Although not all were totally successful, or safe, collectively they represent one of the most important accomplishments in the history of medicine.

Despite the early successes of immunization programs, widespread public—and medical—opposition continued. Heated controversy accompanied the use of inoculation throughout the eighteenth century. It was said to cause smallpox in healthy people (it did!), start epidemics (probably

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true), and kill (one of every 50 inoculated died) or disfigure its victims. In short, it was considered by many too dangerous to use regardless of the alternatives. Even the introduction of cowpox vaccination in 1796, a much safer procedure than inoculation, induced only a temporary lull in what shortly became a major anti-vaccination crusade. While the dangers of immunization had decreased, the successes of vaccination had reduced even further the risk of contracting the disease.

By 1870, apathy and antipathy were so widespread that most Americans were completely unprotected against smallpox. Predictably, it shortly returned in force, and smallpox epidemics periodically swept the United States well into the twentieth century. Only within the past few decades has smallpox truly been banished from America, as well as most of the world. Ironically, for most Americans vaccination today in fact does pose a greater threat than does smallpox itself.

The controversy surrounding immunization programs is based on a delicate balance that weighs the risks to individuals and society from a given illness against the risks inherent in a preventative vaccine. At one time, such decisions were relatively easy. Epidemics of diphtheria killed over 50% of infected children in some areas of colonial America; among the general population, smallpox routinely took 10-20% to the grave; and the less frequent, but more terrifying yellow fever epidemics occasionally had fatality rates approaching 50%.

A vaccine didn't have to be very safe to beat these odds, if it could be delivered in a timely manner. A classic example was the early rabies vaccines, used regularly to combat a disease that was 100% fatal, but itself extracting a very high price in death and paralysis.

By the mid-twentieth century, all this had changed. When the Salk vaccine against poliomyelitis was rushed into production in

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1955, and some 365 children contracted polio from defective vaccine, the public and medical outcry was almost unprecedented—even though several million additional doses had been successfully administered without serious complication. Subsequently, the somewhat more effective Sabin oral vaccine was introduced, with a margin of safety considered acceptable—about one significant complication in 4,000,000 doses.

Influenza vaccines have been, in a sense, the black sheep in the history of immunology. Despite being very safe, flu shots have just never caught on. Americans overwhelmingly (and rightfully) have viewed the flu as more a nuisance than a threat, and routine immunization has not been recommended for most healthy adults. Influenza is not without serious risks, however. An estimated 60,000-70,000 Americans died in the pandemic of "Asian flu" in 1957-58, and nearly 30,000 in the more recent "Hong Kong flu" epidemic of 1968-69. Even so, the deaths were almost always due to secondary complications in elderly or otherwise weak or debilitated individuals. Healthy

adults and youth were generally only incapacitated for a few days. Consequently, only those in unusually vulnerable conditions, or occupying positions where even a relatively brief illness must be avoided, have routinely received influenza vaccination.

But there are influenzas, and then there are influenzas. The infamous influenza pandemic of 1918 was much less a respecter of persons than its modern, relatively toothless grandchildren. With a perverse abandon, this modern plague felled primarily young, healthy adults. Though the overall case fatality rate was only 1 in 200, so widespread was the disease that some 500,000 Americans died from its complications—ten times the American deaths in World War I. Worldwide, there were an estimated 20 million deaths, and in some communities over 10% of the young men succumbed.

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INFLUENZA
FREQUENTLY COMPLICATED WITH
PNEUMONIA
IS PREVALENT AT THIS TIME THROUGHOUT AMERICA.
THIS THEATRE IS CO-OPERATING WITH THE DEPARTMENT OF HEALTH.
YOU MUST DO THE SAME
IF YOU HAVE A COLD AND ARE COUGHING AND
SNEEZING. DO NOT ENTER THIS THEATRE
GO HOME AND GO TO BED UNTIL YOU ARE WELL
Coughing, Sneezing or Spitting Will Not Be
Permitted In The Theatre. In case you
must cough or sneeze, do so in your own hand-
kerchief, and if the Coughing or Sneezing
Persists Leave The Theatre At Once.
This Theatre has agreed to cooperate with
the Department Of Health in disseminating
the truth about Influenza, and thus serve
a great educational purpose.
**HELP US TO KEEP CHICAGO THE
HEALTHIEST CITY IN THE WORLD**
JOHN DILL ROBERTSON
COMMISSIONER OF HEALTH

1918 Poster

It was therefore no mere curiosity when investigators studying an outbreak of flu at Fort Dix, New Jersey, this past February found it to be indistinguishable from "swine" flu. For it was into the pig population that the 1918 strain eventually disappeared, apparently no longer infecting man.

Was it the 1918 strain? Identification techniques fifty years ago were not sophisticated enough to allow an absolute confirmation, but available indicators suggested it was the same. Would it be just as virulent? Possibly not. There was only one fatality among the 500 cases at Fort Dix, and today we are much better able to treat serious complications. Still, it is too early to know for sure. The swine flu (technically the "A/New Jersey strain") did not spread from Fort Dix this past winter; but the 1918 strain probably also had been around a year or more prior to the pandemic. If a new epidemic was about to begin, it would not be until at least the next flu season—late fall and winter, 1976-77.

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The decision to undertake a massive, pre-emptive immunization campaign against a potential, but still hypothetical, epidemic of a dangerous new strain of influenza was therefore made within an extensive historical context. Fortunately, a major problem in the past was largely irrelevant to the current decision. Immunology had come a long way since 1721, and the flu vaccines were very safe—no documented fatalities reported in thirty years. The final decision, then, was quickly reduced to weighing the cost in dollars and manpower (and minimal associated malaise) against the likelihood that a serious epidemic would be avoided. A vaccine was available, which at 70% effectiveness, should, if effectively utilized, blunt an epidemic.

But is there going to be an epidemic? In the final analysis, this seemingly central question has become irrelevant. For, how likely does an epidemic have to be before a safe, but expensive, program would be appropriate? One chance in three? In ten? If there was a reasonable risk, and there definitely is, there was no real alternative. (Unclassified)

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about dda

HELP WANTED

OP

An Agency retiree, disappointed with his job prospects in California and thinking of moving back to Washington, obtains an executive position within commuting distance of his retirement home.

A staff employee, who wisely begins job hunting well before he retires, comes out of a job interview with a position that pays double the salary of the vacancy he applied for.

A resignee, who finds the Agency cannot fully utilize her qualifications, wins a position in the Washington area that requires precisely her training and experience.

Like many others who look for work after they leave the Agency, those persons obtained new employment with the help of the Retirement Counseling and Employee Assistance Branch (RCEAB). Counselors in RCEAB advise their "clients" on all aspects

of job hunting, such as preparing an effective background resume, drawing up a mailing list of potential employers, and handling interviews. Counselors provide specific job leads and sometimes can make direct referrals to employers who welcome former Agency personnel. Job seekers can browse at their leisure through RCEAB's collection of employment reference materials, including current vacancy listings.

In recent months employers have solicited Agency applicants for a management opening with a prominent recruiting firm on the West Coast, an administrative position at a distinguished private school in New England, a security job (at \$30,000) with a publishing company in the South, editorial research vacancies at a university in Washington, D.C., and many other positions, including clerical jobs. Openings have been filled in the federal government also. Interesting part time work is often available, too.

Finding and landing a job takes time, however, sometimes months, depending on the job market, the job seeker's qualifica-

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tions, and his (or her) mobility. Normally RCEAB's contacts can do more for the local job hunter than for the retiree who has resettled in a distant state, but promising leads, frequently from ex-employees, come in from widespread locations. Competition is keen for good openings, which are quickly filled. Matching qualifications of available clients with job requirements of rapidly turning over vacancies is another constant problem.

A few job seekers have reported cool receptions from potential employers which they attributed to the bad publicity the Agency has received recently. A far greater number of employers take the initiative to apprise RCEAB of job openings because they recognize Agency talent, experience, and dependability. They realize, moreover, that the retiree with an annuity is usually available for less than the current market price for comparable ability.

Nearly one out of three job seekers who work energetically and patiently with RCEAB find rewarding employment as a result of

their combined efforts. RCEAB provides advice, guidance, and leads; the successful job hunter composes his own resume, gains interviews, and sells himself to a future employer. (Unclassified)

FIGHTING INFLATION

M&AS/DDA

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The Director of Central Intelligence, in a memo dated November 1974, initiated an Agency-wide program to fight inflation and reduce daily operating expenses. The program was an outgrowth of the nationwide energy crises and inflationary problems of the early 70's. In spite of the plethora of other cost savings programs in operation at the time (carpooling, paper-savings, reduction in lighting, heating, and air conditioning) the new multi-faceted program, which continues in operation today, has met with resounding success.

Based on the premise that . . . "only by management example will all employees

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come to understand that we are truly committed to this task," the program has netted \$8.4 million in savings since its inception. Considering the nature of the DDA mission to manage many Agency resources and provide services of common concern, it was not surprising that DDA was appointed to lead the way in this program. Particularly gratifying to Directorate management, however, was the magnitude of the response—measured in terms of dollar savings and innovation—as a direct result of the efforts of DDA employees and components alike.

At the end of Fiscal Year 1975 annual savings within the DDA were reported at \$1.3 million while Fiscal Year 1976 (Transitional Quarter excluded) savings approached \$2.2 million (33% of total Agency savings). More importantly, new innovations and personal practices were put in motion which promise a conservative estimate of \$2.7 million in savings each year by DDA components.

Several of the measures in force have become second nature to most of us, e.g., reducing use of copying equipment, turning off lights in unused or naturally lighted areas, using microfilm to reduce storage requirements, reducing POV travel particularly where Agency shuttle buses can be used, and using less costly substitutes for commonly used office supplies.

But there remains many potential opportunities for cost savings within the DDA—it only takes YOU to do something about them.

- Large volume copying—where 24-hour turnaround can be tolerated—is accomplished most economically in the General Printing Plant in GJ-56 Headquarters.
- Too much paper is still finding its way to destinations where microforms would suffice.

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- Many desks are crammed with miscellaneous office supplies which could be put into use if returned to the Building Supply Office.
- Many offices are receiving computer generated reports in more quantities than are used.
- Many homegrown computer programs run inefficiently in the current computing environment. Also, many user files of limited value or low use rate occupy direct-access storage where lower cost media would suffice.
- Forms continue in use which have become obsolete or overly complex in the changing administrative environment.

These, of course, are but a few examples of the work which confront us in the continuing struggle to cut costs. As pointed out in a recent memo to the DCI on this subject, "... we should not forget or overlook the efforts of the individuals who

are the totality of the Agency. It is this increased concern of the employees themselves in what now have become unconscious actions that are netting us significant real savings." (Unclassified)

LIFE SAVERS, OP

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Few of us have had the opportunity to participate in activities or occupations that are directed toward life saving. Fortunately, there is another answer for those of us who desire to make a contribution. It is an easy procedure—no specialized training is required, and it takes only a few minutes. What is it? The simple and significant solution is to be a regular contributor to the life-saving Blood Donor Program.

The Agency has an active Blood Donor Program and although we have received many commendations from the Red Cross for our participation throughout the years, our potential is far greater than our average

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monthly donation of 180 pints. What more fitting time than during our Bicentennial year to increase our monthly participation to the figure of 200. The opportunity is available to all of us on the first Tuesday of each month in the Tunnel at Headquarters Building. If your office representative does not contact you, consider this your personal invitation to participate.

As a direct result of our Blood Donor Program, during the past five years approximately 3,000 pints of blood have been replaced for Agency employees, retirees, and their dependents. This "replacement of blood" brings our efforts very close to home. Fortunately, those who have not or cannot donate may still be recipients because of the overall participation of the Agency in this worthwhile program. In order to insure this benefit for the future, why not become one of the 200 monthly life savers who make it possible for all Agency employees and their families to benefit from your gift of life?
(Unclassified)

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